Greenleaf Center Announces Seven International Locations; Servant-Leadership Continues to Expand Globally

A major announcement was made at the June conference in Indianapolis concerning the establishment of four new international Greenleaf Center offices in Canada, Korea, the Philippines, and Singapore. These four Centers were preceded by the establishment of Greenleaf Centers in Europe and the United Kingdom (both in 1997) and the Greenleaf Centre Australia/New Zealand (1998). This year’s annual conference included a plenary panel program featuring representatives from each of the eight locations.

“The understanding and practice of servant-leadership around the world is growing rapidly,” said CEO Larry C. Spears at the Greenleaf Center’s recent International Conference on Servant-Leadership. “Servant-leadership has clearly become a global movement, and one which has taken on a life of its own.”

In the last few years a number of remarkable events have occurred which have led to significant pockets of activity around servant-leadership worldwide. Some of these events have included:

• The establishment of Greenleaf Center offices in Australia/New Zealand, Canada, Europe, Korea, the Philippines, Singapore, and the United Kingdom.

• The translation and publication of Reflections on Leadership, edited by

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Development Initiative Launched With Support from Lilly Endowment; Wendell J. Walls to Serve as Director of Development

The Robert K. Greenleaf Center for Servant-Leadership has received a three-year development grant to enhance the Center’s capacity to meet the growing demand for its programs and services, announced CEO Larry C. Spears. “Over the past decade, we have grown steadily in all facets of our work. Through this development initiative, funded by Lilly Endowment, we expect to attract funding to enable us to work with many thousands more individuals and organizations who seek to learn about and apply servant-leadership within their lives. We will also create new mechanisms for these same people to support the work of the Greenleaf Center.”

The Center’s development program will be directed by Wendell J. Walls, who recently joined the Greenleaf Center staff. Walls has previously served as President of the National Association for Community Leadership and the Indianapolis Public Schools Education Foundation. He is a graduate of the Stanley K. Lacy Executive Leadership Series and is a Certified Association Executive. Spears noted, “Wendell has a long and successful history working with developing nonprofit organizations. We are pleased he has agreed to direct this very important endeavor.”

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Development
(Continued from page 1)

In addition to Director of Development Wendell Walls, the Greenleaf Center’s formal development staff team includes Executive Assistant Geneva Loud and CEO Larry Spears. “We have the distinct advantage that comes with a strong development team,” said Wendell Walls. “Larry Spears has a great depth of grantwriting expertise, having secured over $3 million from several dozen grant-funded projects. Geneva Loud’s organizational and database skills are also a major plus in this effort.” In addition, the Center’s development team is supported by Henry B. Freeman, a development consultant working with the Greenleaf Center.

“The Greenleaf Center finds itself in the unique position among non-profits of launching a development program from a place of great strength,” said Henry Freeman. “During the past ten years, and under Larry’s guidance, the Greenleaf Center has grown from a 1990 budget of $100,000 to a current budget of $1 million, and it has done so largely upon the creation of reliable revenue from things like sales of publications, workshop and conference fees, partnership fees and related income sources. In my experience, it is unusual for any non-profit organization to grow so vigorously. With the addition of a strong development function, I believe that the Center’s reach is likely to increase significantly in the coming years.”

Jim Shannon, Senior Advisor to the National Council on Foundations and a longtime observer of the Greenleaf Center, recently wrote:

There is an expression among pilots who fly float planes off the lake in my native Minnesota. When a plane is at rest in the water, the surface tension of the water ‘holds’ the plane. Prior to take-off from water, the pilot must take enough time and generate enough speed so that the water loses its ‘grip’ on the floats and the plane gets ‘up on the step’—that is, out of the water but not yet in the air—before the pilot can actually take the plane airborne. In my view, the organization that Robert K. Greenleaf founded in 1964 is ‘up on the step’. It is poised to take off to new heights.

Another initiative is the establishment of an endowment fund to help insulate the long-term growth of the Center. A Greenleaf Center Partner has already made an endowment challenge match whereby they will match other endowment gifts on the basis of $1 for every $2 raised. In a letter announcing this challenge, this donor wrote, “We have selected the Robert K. Greenleaf Center for Servant-Leadership because of their goals of planting unique mustard seeds (yet not so unique) throughout the world: an exceptional and wonderful focus.”

“It is our sincere hope that others who support the work of the Greenleaf Center will wish to step forward to support the endowment initiative,” said Wendell Walls. “This special endowment challenge is good through June, 2002. This gives us added incentive to get off to a great start, and we welcome any-and-all inquiries from those who may be interested in leveraging their contributions for this most worthy of causes.”

The Greenleaf Center’s initial development focus will emphasize a major gifts initiative, foundation support, planned giving, and the establishment of an endowment. If you are interested in supporting our development effort in any of these ways, please contact Wendell Walls at 317-259-1241, ext. 23, or email him at wjwalls@greenleaf.org.
Greenleaf Center Celebrates Ten Years of Service and Leadership by CEO Larry C. Spears

CEO Larry C. Spears was recently recognized for his ten years of service and leadership to the Greenleaf Center. In April a group of friends, colleagues, and family members gathered in Indianapolis to celebrate Larry’s work over the past decade. The Center’s annual conference in June also included a more public recognition of Larry’s influence during this time.

Listed below are some excerpted comments from the conference presentation:

About ten years ago it was a little hard to find anybody to talk about servant-leadership. I’d been on the board of the Greenleaf Center for a number of years before but nothing much was happening. But somehow, a decade ago the stars just sort of aligned and things began to happen. One of the most important was that we hired Larry Spears as our CEO. We had a meager budget at the time, and we had just been told by Lilly Endowment that we needed to get up on our own feet. Since then so many great things have happened. This is our tenth annual conference, and we have eight Greenleaf Centers around the world; and things are different in so many ways. Today, it’s hard to find somebody who hasn’t at least heard about servant-leadership. None of us would have been here together, today, if it wasn’t for the wonderful work of my friend and our CEO, Larry Spears. We are all indebted to Larry, and we thank him for ten wonderful years.

Jack Lowe Jr., Board Chair, The Greenleaf Center CEO, TDIndustries

The Greenleaf Center has been blessed with the presence, talent, capabilities, sincere devotion, ethical guidance, and determined stewardship of a man who, for the past ten years, has brought the highest quality of management and leadership to work every day. I am awed by his sense of responsibility, the care he brings to all of his work, whether that is editing a book, writing articles, putting together agendas and financial plans, or working with me and other board members. Our board, staff, and all of us here have been the lucky recipients of his focus and his curiosity, his stability and his generosity, his seriousness and his sense of humor. Larry, you have our deepest gratitude for all that you have done—things of high visibility and things of quiet humility. Your ongoing reflective presence, your determination, and your creativity have wrought wonders in the last ten years. As a manager, a leader, an author, an editor, and a fellow traveler on this path called servant-leadership, all of us thank you.

Diane Cory, Board Trustee, The Greenleaf Center

Who is the Servant-Leader?

The servant-leader is servant first. . . . It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. . . . The difference manifests itself in the care taken by the servant — first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or at least, not be further deprived?”

— from The Servant as Leader by Robert K. Greenleaf

The Greenleaf Center’s Mission

The Robert K. Greenleaf Center for Servant-Leadership exists to support those who, through the practice of servant-leadership, seek to create organizations in which individual stakeholders become healthier, wiser, freer, and more autonomous; and in so doing, build a better, more humane society which welcomes the full diversity of the human family.

The Greenleaf Center’s Goals

1. To make all institutions aware of servant-leadership and to deepen their understanding and practice of it.
2. To create a larger base of caring people from which servant-leadership can arise (i.e., CEO’s, trustees, aspiring leaders and followers, external consultants).
3. To achieve widespread recognition, understanding and acceptance of spirituality in the workplace.
4. To create a new understanding and practice of moral persuasion toward organizational transformation, and to follow the methodologies of exemplary servant-leaders.

Originally founded in 1964 as the Center for Applied Ethics, Inc., the Center was renamed the Robert K. Greenleaf Center in 1985. The Center is an international, not-for-profit institution headquartered in Indianapolis, Indiana.

Mark Your Calendar

On the Road and in the News with the Greenleaf Center

Listed below are some of the recent programs and outreach activities involving Greenleaf Center personnel. The Greenleaf Center offers a wide array of workshops, institutes, retreats, speakers, and consultative services. Please contact Nancy Ruschman, Program Director, at 317-259-1241, extension 29, or email her at nruschman@greenleaf.org if you are interested in our providing servant-leadership programs or speakers for your group or conference.

Recent Programs
CEO Larry Spears participated in a meeting on leadership development sponsored by the Agriculture Future of America, in Kansas City, MO.

Facilitator Dr. Jeff Miller conducted a publicly offered workshop sponsored by the Huntsville Chamber of Commerce in Huntsville, AL.

Jack Lowe, Greenleaf Center board chair and CEO of TDIndustries, was a keynote speaker at the Business Ethics conference at Southern Methodist University, in Dallas, TX.

Jeff Miller presented a keynote speech for Brigham Young University in Salt Lake City, UT.

Director of Outreach Julie Beggs presented a keynote address during the annual American Library Association conference sponsored by the Library Administration and Management Association, held in Chicago, IL.

The Greenleaf Center conducted its fifth annual Leadership Institute for Higher Education on April 27-28. This two-day program on servant-leadership and educational organizations was held at University Place Conference Center, in Indianapolis, IN and included over 60 participants from 35 colleges and universities. This year’s Leadership Institute was facilitated by Hamilton Beazley, Julie Beggs, and Larry Lad, and featured as a guest speaker on servant-leadership, Margaret Wheatley (author, Leadership and the New Science). The next Institute will be held in Indianapolis on April 25-27, 2001. Contact Julie Beggs for more information.

Julie Beggs, Outreach Director, presented a servant-leadership workshop for Highland Community College in Freeport, IL.

Facilitator Tammy Freeman conducted the Ten Characteristics of Servant-Leadership workshop for the Culver Education Foundation in Culver, IN.

Larry Spears participated in a “festschrift” honoring the life and work of Warren Bennis. A one-day program and dinner were sponsored by the University of Southern California and held in Marina Del Ray, CA. Among the featured speakers were Tom Peters, Peter Drucker, and Warren Bennis.

Jeff Miller conducted Putting Servant-Leadership into Practice Where You Live and Work for Franklin College in Franklin, IN.

Associate Volunteer Jack Collins addressed the Covenant Community Church on servant-leadership in Indianapolis, IN.

Julie Beggs served as a cluster facilitator for the week-long LeaderShape Institute held at the Allerton Conference Center in Monticello, IL.

Jeff Miller conducted Putting Servant-Leadership into Practice Where You Live and Work, for the John Ben Shepperd Public Leadership Institute, University of Texas, Permian Basin in Odessa, TX.

In May, Larry Spears traveled to Korea where he conducted several presentations, gave interviews, and participated in the launching of The Greenleaf Center-Korea. Organized by Kwan Eung Lee, director of The Greenleaf Center-Korea, Larry spoke to 120 Korean CEOs as the featured speaker for the Korea Productivity Center, in Seoul. He also gave several presentations on servant-leadership to executives and managers of Samsung Corning Glass Company, in Kumi City.

Jeff Miller spoke to the agricultural group CENTRI in Indianapolis, IN.

Julie Beggs addressed the United Way of Clinton County in Frankfort, IN.

Facilitator Dr. Jim Boyd conducted Building Highly Effective Educational Organizations through Servant-Leadership for the University of Alaska, Anchorage, AK.

Julie Beggs conducted a session at the National Association for Community Leadership Conference in Miami, FL.

Julie Beggs gave a keynote address for Leadership Bartholomew County in Columbus, OH.

Julie Beggs presented a session on servant-leadership for the Stanley K. Lacy Leadership Association in Indianapolis, IN.

Facilitator Isabel Lopez conducted Reflections on Servant-Leadership at the Greenleaf Center annual conference in Indianapolis, IN.

Tammy Freeman conducted Ten Characteristics of Servant-Leadership at the Greenleaf Center annual conference in Indianapolis, IN.

Facilitator Jamie Showkeir conducted Building the Business Case for Servant-Leadership through Distributing Organizational Power at the Greenleaf Center annual conference in Indianapolis, IN.

Board member Linda Chezem conducted Serving as a Way of Educational Leadership for the Walled Lake School System in Walled Lake, MI.

Jim Boyd conducted Building Highly Effective Educational Organizations through Servant-Leadership for Chicago State University, Chicago, IL.

Facilitator Jamie Showkeir conducted Building the Business Case for Servant-Leadership through Distributing Organizational Power for Progressive Insurance in Wickliffe, OH.

Julie Beggs attended the 2000 National Leadership Symposium sponsored by the National Association for Campus Activities and the National Clearinghouse for Leadership Programs, held at the University of Richmond in Richmond, VA.

Larry Spears participated in a series of meetings in New York City and Philadelphia.

Ernst and Young recently inducted Jack Lowe Jr. into the Entrepreneur of the Year Institute, where he was named in the Master Entrepreneur category, in Texas.

Greenleaf Center CEO Larry C. Spears addressed a group of 120 CEOs at a meeting of the Korea Productivity Center in Seoul, Korea, in May.

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In the News
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Publications and Outreach
The following is a selected listing of recent articles and publications featuring servant-leadership and The Greenleaf Center. Please let us know of any other articles or books about servant-leadership that you may come across.

The Fall, 1999 issue of The Student Leader featured the University of Southern Florida’s Leadership House, a student living unit based upon servant-leadership principles. A dozen students from USF’s Leadership House attended the Greenleaf Center’s annual conference in June 2000.

The October 1999 issue of The Round Table—the newsletter of the Wake Forest University Leadership Program—featured a lengthy article on servant-leadership.


The March issue of Businesslink, in Freeport, Illinois, featured several articles on servant-leadership, including: “It’s all about serving,” co-authored by Greenleaf Center Trustee and President of Highland Community College Dr. Ruth Mercedes Smith and Jack Lowe Jr.; and “Servant-leader style hits home,” by Eric Gubelman. The June 2000 issue of Businesslink carried another article, “Servant-leadership works in the workplace,” by Alan Wenzel.

The March 2000 issue of Executive Excellence included an article on servant-leadership by Ken Blanchard. The article, “Leadership by the Book,” is taken from Blanchard’s recent book of the same name.


The April 2, 2000 issue of The Indianapolis Star featured an article by Greenleaf Center Volunteer Associate Jack Collins titled, “Best examples of servant-leaders.”


Concepts & Connections (Vol. 8, Issue 3, 2000), a publication of the National Clearinghouse for Leadership Programs, based at the University of Maryland, contained a lengthy article titled “On Character and Servant-Leadership,” written by CEO Larry C. Spears. This article examined the relationship between character development and servant-leadership.

The British journal, Leisure Management, is publishing throughout the year 2000 a series of eleven articles on servant-leadership, co-authored by Dan DeGraaf (Calvin College), Colin Tilley (Whitely International), and Larry Neal (University of Oregon). Each article in this series is devoted to an in-depth look at each of the ten characteristics of servant-leadership as identified by Larry Spears. The series begins in January and will conclude in December.

International Locations (Continued from page 1)

Larry Spears, in a Bahasa Indonesian edition.

- The conducting of servant-leadership programs and conferences in Australia, New Zealand, Canada, the Czech Republic, Finland, Great Britain, Korea, the Netherlands, South Africa, Spain, and elsewhere.
- The 1996 launching of the Greenleaf Center’s website, which has resulted in thousands of requests for more information, and with an estimated 15% of these queries coming from outside of the U.S.
- The appearance of newspaper and magazine articles in Australia, Canada, England, Korea, Mexico, the Netherlands, South Africa, Spain and other countries.
- The worldwide sale of servant-leadership books by Berrett-Koehler,
2000 Conference Held in June

The Greenleaf Center held its 10th annual international conference on servant-leadership June 15-17 in Indianapolis. More than 360 conferees met at the Indianapolis Sheraton to attend Principles and Practices of Servant-Leadership, and to learn from our keynote presenters James MacGregor Burns, Dee Hock, Michael Jones, Daniel Kim, and Judy Wicks. More than twenty breakout sessions were also offered, coupling servant-leadership theory with practical experience in the areas of business, education, healthcare, personal development, and more. It’s not too late to keep learning: you can order videotapes of the keynote addresses by Burns, Hock, Kim, and Wicks from the Greenleaf Center for $35 each, plus $6 s&h. Audiotapes of most of the keynote sessions and concurrent sessions are also available for $9 each, plus $4 s&h. Call the Greenleaf Center at 317-259-1241, or fax to 317-259-0560, or email greenleaf@quest.net for an audiotape/videotape order form with a complete listing of available sessions.

October Servant-Leadership Retreat in Niagara Falls

Spend time experiencing and exploring the servant-leadership paradox as well as the beauty of Autumn in Niagara Falls, Canada, October 5-8, 2000. This interactive retreat, co-sponsored by the Greenleaf Center, will take place at the Mount Carmel Spiritual Center, located a short walking distance to the Falls. Fees start at $495 (USD), and include 2 free nights of accommodations. For more information, email Lfidelus@aol.com or call 905-356-4113, or visit www.leadership-retreats.com.

Spirit in the Workplace Overview in November

Ian Rose will lead a workshop featuring the results of his global study on “Spirit in the Workplace” conducted on behalf of a consortium of five major corporations: Abbot Laboratories, BP/Amoco, Kellogg, Lockheed Martin, and the Royal Bank of Canada. The all-day workshop will take place on November 9, 2000, in Indianapolis. For more information, call Elaine Voci at 317-581-0285.

Branch Greenleaf Center Conferences

The Greenleaf Centre-United Kingdom will be hosting a conference in the London area November 2-3, 2000. Email John Noble for details at jnoble@greenleaf.netkonec.co.uk.

The Greenleaf Centre-Australia/New Zealand will present an international conference November 16-17 at the Lanecove Hall Conference Centre in Kilmore, Victoria, preceded by a CEO’s dinner on November 14 at the Savoy Park Plaza in Melbourne. For details, email Diann Feldman at DiFeldman@t130.aone.net.au.

The Greenleaf Center-Asia will hold its first conference in Singapore in February, 2001. For more information, contact Low Guat Tin or Sally Chew-Ong Gek Tee at gtlow@nie.edu.sg or gektee@tp.edu.sg.

The Greenleaf Center’s 2001 Conference

The Greenleaf Center’s 11th annual international conference takes place in Indianapolis at the Sheraton Hotel on June 7-9. Keynote speakers thus far include James Autry, author of Love and Profit, and Peter Senge, author of The Fifth Discipline, a pioneer in the discipline of systems thinking, and co-founder of MIT Organizational Learning Center (now called SoL). Registration brochures will be available from the Greenleaf Center in January, 2001.